

A man and a woman are sitting together, looking at a tablet. The woman, on the left, has short blonde hair and wears glasses and a yellow top. The man, on the right, is wearing a light blue shirt and a grey vest. They are both smiling. The background is a modern office with large windows and green partitions.

REQUEST FOR PROPOSALS

DELTA SMALL BUSINESS ACADEMY

A Program of the Delta Regional Authority



REQUEST FOR PROPOSALS

DELTA SMALL BUSINESS ACADEMY

Questions concerning this RFP must be received by email to Susan Edwards at smallbusiness@dra.gov no later than 5:00 PM CT on March 31, 2022. DRA reserves the right to not answer questions received after that time.

Proposals are due on or before 11:59 PM CT on April 8, 2022.

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I. OVERVIEW

This Request for Proposals (“RFP”) solicits proposals from qualified organizations, including non-profits, institutions of higher education, and other entities (“Organizations”) to work in partnership with the Delta Regional Authority (“DRA” or “Authority”) to develop and deploy a nationally recognized technical assistance program that will meet the needs of small and medium-sized businesses and late-stage entrepreneurs by improving their operations and supporting their continued viability. The Delta Small Business Academy (“DSBA” or “Academy”) will include but not be limited to:

- A year-long technical assistance program for a cohort of small business leaders and late-stage entrepreneurs that will:
 - Recruit participants from the Delta region, with an emphasis on those residing in rural areas as well as individuals representing underserved, minority, and/or other historically marginalized groups;
 - Focus on current and future business operations, access to capital, long-term strategic planning, and other challenges facing small businesses in Delta communities; and
 - Develop training sessions to be held throughout the region.
- An active alumni program of graduates to catalyze and strengthen networking opportunities.

The purpose of this RFP is to solicit proposals for a cooperative agreement in the development and administration of the programming, training, and resources for DSBA. DRA is seeking an Organization or a consortium of Organizations with demonstrated experience in providing technical assistance and/or capacity-building programming to entrepreneurs, small businesses, and/or similar organizations. This program is designed to complement and leverage traditional public and private small business assistance networks to expand programming and technical assistance offerings for under-resourced and/or disadvantaged businesses throughout the Delta region. This program is not designed toward speculative entrepreneurial ventures. Therefore, to be selected to participate in the DSBA, participants must own or operate a business that has been in operation for at least the previous 12 months.

Any prospective responders to the RFP should review the following important dates and deadlines:

RFP Published	February 8, 2022
Proposals Due	April 8, 2022
Evaluation Period	April 10 – May 9, 2022
Contracting Period	May 10 – May 31, 2022
Contractor Program Development	June 1 – October 4, 2022

II. BACKGROUND

a. About the Delta Regional Authority

The Delta Regional Authority is a federal-state partnership that helps create jobs, build communities, and improve lives for those residing in the Mississippi River Delta and Alabama Black Belt regions (“DRA Region”), which includes 252 counties and parishes in Alabama, Arkansas, Illinois, Kentucky, Louisiana, Mississippi, Missouri, and Tennessee. Established by Congress through the Delta Regional Authority Act of 2000 7. U.S.C. § 2009aa1-13, DRA makes strategic investments of federal appropriations into the physical and human infrastructure of DRA communities. DRA is led by the governors of the eight states, a Federal Co-Chairperson, who is appointed by the President of the United States and confirmed by the United States Senate, and a presidentially appointed Alternate Federal Co-Chairperson. Working in partnership with DRA, local participation is supported through 45 local development districts.

As described in the agency’s strategic plan, [*Moving the Delta Forward: Regional Development Plan III*](#), DRA has identified three investment goals to advance its vision and mission and to guide its programs and investments. These goals reflect a consensus among local, state, and federal partners on the most critical investment opportunities in the DRA region. While each of these goals provides a tailored approach to advancing the Delta economy, these avenues are often complementary and cumulative, with progress in one goal area leading to advancement in another.

GOAL 1. IMPROVED WORKFORCE COMPETITIVENESS: Advance the productivity and economic competitiveness of the Delta workforce.

GOAL 2. STRENGTHENED INFRASTRUCTURE: Strengthen the Delta’s physical, digital, and capital connections to the global economy.

GOAL 3. INCREASED COMMUNITY CAPACITY: Facilitate local capacity building within Delta communities, organizations, businesses, and individuals.

Additional information about DRA can be found at www.dra.gov.

b. About the Delta Region

The Delta region, encompassing the Mississippi River Delta and the Alabama Black Belt, is one of the nation’s most iconic and distinctive places. Abound with rich natural resources and hard-working, innovative people, the region plays a compelling role in our nation’s cultural identity. The DRA region not only produces an agricultural bounty that feeds and fuels the nation and the

world, but it also boasts unparalleled creativity, evident in its literature, music, and cuisine.

The counties and parishes in Alabama, Arkansas, Illinois, Kentucky, Louisiana, Mississippi, Missouri, and Tennessee served by DRA make up one of the most distressed areas in the country – 230 of the 252 counties and parishes have been deemed economically distressed. With nearly 10 million people calling the DRA region home, it's imperative to address the challenges that business leaders and entrepreneurs face to create thriving business ecosystems.

DRA is poised to work with local, state, and federal leaders to bring investments and opportunities that support job creation, build communities, and improve the lives of those living in the DRA region.

An [economic overview](#) of the DRA region is provided for further understanding of the demographics, employment factors, and industry indicators.

III. SCOPE OF WORK

a. Vision

Increase the capacity of small businesses and late-stage entrepreneurs by integrating them into an ecosystem of technical expertise, mentorship, peer networking, and resources so that they can develop, grow, and thrive in the DRA region.

b. Program Purpose

Federal agencies, along with DRA, are committed to ensuring that small businesses and entrepreneurs receive the support, assistance, and resources they need to be sustainable through economic downturns and expand through times of prosperity. To reach these small businesses and entrepreneurs, DRA's Delta Small Business Academy will strengthen outreach to and develop targeted programming for businesses by partnering with organizations that have established relationships and experiences within the DRA region.

The focus of DSBA is to meet the needs of small business leaders and entrepreneurs who have been operating a business in the previous 12 months in the DRA region by offering technical assistance, mentoring opportunities, and peer-to-peer best practice exchanges. DSBA is designed to provide high-quality technical assistance using a curriculum that will cover strategic planning, legal and accounting, access to capital, government contracting and procurement, marketing, human resources, business development, and other topics to aid businesses in their stabilization and expansion.

Additionally, DSBA will catalyze and sustain an alumni network of small business leaders and entrepreneurs throughout the DRA region to cultivate regional collaboration, knowledge sharing, and professional development opportunities.

c. Objectives

1. Develop a comprehensive curriculum for the Academy, including topical training for five in-person sessions and virtual technical assistance offerings for cohort participants.
2. Develop an equitable process to solicit applications from small business leaders and entrepreneurs and select a diverse cohort of individuals to participate in the Academy.
3. Deliver engaging training sessions and provide mentorship opportunities to cohort participants by leveraging a network of subject matter experts, practitioners, and private sector professionals.
4. Cultivate and sustain an alumni network of Academy graduates to share challenges, successes, lessons learned, and best practices. This network should serve as the foundation for peer-to-peer learning, engagement, and relationship building that will continue beyond the Small Business Academy.
5. Engage with cohort participants after their graduation from the Academy to assess their progress, including anticipated opportunities and ongoing challenges.

d. Small Business Academy

The Organization or consortium of Organizations will collaborate with DRA to develop and administer the Academy including, but not limited to, the following:

i. Curriculum

1. Topics
2. Speakers and subject-matter experts
3. Participant mentors
4. Peer exchange opportunities
5. “Book club” (i.e. propose a book for the cohort to read during the Academy year)
6. Strategic project, with emphasis on a “real-life” business challenges faced by each participant

ii. Participants

1. Application development

2. Evaluation and selection of Academy cohort
3. Sub-cohort organization, potentially by theme, size of business, industry type, etc.

iii. Sessions

1. Locations, including venues
2. Dates
3. Lodging
4. Meals
5. Transportation
6. Materials
7. Field Experiences/Case Studies

iv. Program Evaluation

1. Participants survey (post sessions and post program)
2. Determine anticipated outcomes and assess performance (quantitative and qualitative)

v. Alumni Network

1. Semi-annual virtual convenings with guest speakers
2. Annual gathering at the Delta Summit hosted by DRA
3. Professional development opportunity for select alumni every two years
4. Develop and publish continued education materials for DSBA website

e. Alumni Network

DSBA's Alumni Network will include all alumni of the Academy and will serve as the foundation for maintaining participant relationships to foster regional collaboration, resource sharing, and continued education to address the most pressing issues facing small business leaders and entrepreneurs in the DRA region.

Members of DSBA's Alumni Network will have the opportunity to continue their engagement through virtual convenings, professional development opportunities, and at DRA's annual Delta Summit.

f. Deliverables and Responsibilities

The chosen Organization or consortium of Organizations will have the responsibility to design and implement many necessary aspects of the "Delta Small Business Academy" not specifically outlined within this document, subject to DRA review. Deliverables and responsibilities expected of the awardee include the following:

- i. Collaborate with DRA to guide the development and administration of DSBA.

- ii. Use the resources of small business owners and entrepreneurial support organizations in the DRA region by recruiting them as partners to provide training and mentorship based on practical experience.
- iii. Assist in the promotion of the program throughout the DRA region as approved by DRA.
- iv. Develop and deliver DSBA curriculum, subject to approval by DRA.
- v. Secure speakers for the program sessions.
- vi. Coordinate the logistics of relevant field experiences and case studies during each Academy session.
- vii. Secure mentors for program participants during the 12-month program.
- viii. Manage logistics and provide administrative support for DSBA including, but not limited to, the following:
 - 1. Participate in weekly check-in calls with DRA and all programmatic partners.
 - 2. Coordinate venue and hotel logistics, including but not limited to, sleeping rooms, meals, meeting space, and audio/visual needs, speaker outreach and logistics.
 - 3. Oversee and manage all third-party contractual arrangements including hotels, transportation, speakers, etc.
 - 4. Provide payment for the venue/hotel, speakers, participants, transportation, field experiences, and other programmatic expenses in accordance with the approved budget.
 - a. Provide appropriate documentation to DRA for reimbursement of all pre-authorized programmatic expenses.
 - 5. Develop an assessment tool to evaluate each Academy session and the year-long program overall from participants, Organization(s) partners, and DRA.
 - a. Incorporate feedback for future DSBA programing.
 - 6. Provide quarterly reports of administrative functions, including a budget summary for each session, presentations and other collateral materials, speaker biographies, handouts, attendance sheets for each session (and any other material pertinent to the administrative duties of the quarter) to DRA for the current year of the program, until the conclusion of the period of performance.
 - 7. Support DRA Program Manager with coordination of logistics up to two annual planning sessions with Organization(s) and DRA staff.
 - 8. Manage the budget in accordance with the intent of the DSBA program.
 - 9. Provide briefings on administrative duties to DRA and other interested parties, as requested.
 - 10. Comply with any local, state, or federal guidance on public health regulations and/or guidelines.

- ix. Maintain and coordinate the DSBA alumni network, including regular events throughout the DRA region.
- x. Provide briefings to DRA leadership, program staff, and other interested parties as requested.
- xi. Notify DRA concerning any organizational changes, including significant personnel facilitating and/or administering the program for DRA.
- xii. Provide post-session and quarterly reports for each year of the program until the conclusion of the period of performance.
- xiii. Provide adequate support and accommodate DRA staff during financial audits and management assistance visits, as requested; and
- xiv. Other tasks as assigned by DRA.

Key deliverables and responsibilities of DRA will include, but not be limited to:

- i. Provide and fund a DRA staff member to serve as program manager whose job duties will include, but not limited to, the following:
 - 1. Assist with scheduling to ensure DSBA session dates align with the DRA calendar.
 - 2. Coordinate the development of marketing materials, program website, and other collateral needed to promote the program to potential participants.
 - 3. Coordinate the development of the participant application and oversee the selection process for DSBA, in collaboration with the Organization(s).
 - 4. Assist with management of the program.
 - 5. Review and approve all programmatic activities and content developed by the Organization(s).
 - 6. Attend program sessions to oversee progress and assist with the implementation of the program.
- ii. Assist in securing speakers, as needed.
- iii. Build and maintain the program website for DSBA.
- iv. Provide feedback, guidance, and approval on program design, implementation, and related issues; and
- v. Provide ongoing funding support, subject to satisfactory performance, under any contract resulting from the RFP.

g. Program Timeline

RFP Published	February 8, 2022
Proposals Due	April 8, 2022
Evaluation Period	April 11 – 29, 2022
Contracting Period	May 2 – 13, 2022

Contractor Program Development	May 16 – August 31, 2022
Participant Application Published	October 5, 2022
Participant Application Due	November 18, 2022
Application Evaluation Period	November 21 – December 14, 2022
Notice of Participant Selection	December 15, 2022
2023 Academy Schedule	
<i>Academy Session #1</i>	January 2023
<i>Academy Session #2</i>	April 2023
<i>Academy Session #3</i>	June 2023
<i>Academy Session #4</i>	September 2023
<i>Academy Session #5/Graduation</i>	December 2023
Contract Review/Renewal Meeting	June 2023
Evaluation of Previous Program Year	October 2023

IV. ELIGIBILITY AND PAST PERFORMANCE

The proposal should provide at least three (3) one-page examples of previous experience with similar projects to describe the Organization's capacity and experience in designing and delivering small business and entrepreneurship programming, including actual outcomes and successes. The qualifications of staff/key personnel that will be involved in program design and delivery shall also be provided. Letters of recommendation from similar programs should be included.

V. BUDGET

The proposal should present a detailed budget for each major component of the program, including a breakdown of costs for program management, facilities, meals, instructional personnel, materials, and transportation to any off-site activities. **The total proposed budget shall not exceed \$650,000.**

VI. PROPOSAL

a. Formatting

- i. **Transmittal Letter:** A transmittal letter must be signed by an individual authorized to legally bind the respondent. Please note these are ALL THRESHOLD items and failure to comply will or may cause immediate disqualification, so this letter must include:
 1. A statement indicating that the respondent is a corporation or other legal entity, including tax identification number on IRS Form W-9.

2. A statement that the respondent does not discriminate in its employment practices regarding race, color, religion, age (except as provided by law), sex, marital status, political affiliation, national origin, or disability.
3. A statement that no attempt has been made or will be made by the respondent to persuade any other person or firm to submit or not submit a bid.
4. A statement that the respondent has read, understands, and agrees to all provisions of this RFP without qualification.
5. A statement identifying that all amendments to this RFP issued by DRA have been received by the respondent. If no amendments have been received, a statement that the proposal will meet the requirements set forth in the RFP.
6. A statement of compliance with the Americans with Disabilities Act that the respondent does not discriminate against a qualified individual with disability because of the disability regarding any term, condition, or privilege of employment.
7. If the proposal deviates from the detailed requirements of this RFP, the transmittal letter must identify and explain these deviations. DRA reserves the right to reject any proposal containing such deviations or to require modifications before acceptance.

- ii. **Qualifications and Experience:** Provide a description of the history, experience, and qualifications of the responding organization and any proposed subcontractors* to perform the Roles and Responsibilities.

All respondents must include:

1. Resumes and biographies of all staff assigned to the project, including an organizational chart for staff assigned to this program and their roles with the project.
 - a. Current capacity of the responding organization to demonstrate availability to this program.
 - b. Percentage of time to be devoted to DSBA.
2. Description of capabilities corresponding to the Roles and Responsibilities.
3. A description of three similar/relevant programs that the responding organization has undertaken, including results achieved.
4. References, including contact information, from the aforementioned programs that the responding Organization has undertaken.

*If any element of the scope will be subcontracted, please provide the same information for the subcontracting firm, as DRA reserves the right to reject all subcontracts.

- iii. **Program Structure:** Provide a detailed description of the responding Organization's approach to each element of the program, including project management.
- iv. **Program Work Plan and Milestones:** The proposal should describe the phases into which the program development can be logically divided and performed. A schedule of milestones and timeline (i.e. deadlines) should be specified for the completion of various program elements. Weekly progress meetings with DRA staff are also required.
- v. **Cost Proposal:** This section must include all itemized cost information, including direct labor costs, labor overhead, estimated costs of any subcontracts, other indirect costs, and total cost and fee. The responding organization should identify any assumptions and exclusions made in its cost proposal, and shall provide sufficient details as to proposed staffing, implementation and outreach strategy, and other factors of its plan to enable DRA to understand the organization's basis of its cost proposal.

Key budget categories that should be broken down into sub-categories are:

- 1. Personnel
 - 2. Fringe Benefits
 - 3. Travel
 - 4. Equipment
 - 5. Supplies
 - 6. Contractual
 - 7. Other
 - 8. Total Direct Costs
 - 9. Indirect Costs
 - 10. Total Program Costs
-
- vi. **Documentation for Submission:** DRA desires to minimize submission of superfluous RFP material. Therefore, responding organizations are instructed to organize their responses according to the following format:
 - 1. The proposal narrative should not exceed 20 typewritten pages tabbed by category. Font must be Times New Roman or Arial and can be no smaller than 12 typeset with 1-inch margins. Sections should be organized as follows:
 - a. Qualifications and Experience
 - b. Scope of Work
 - i. Program Approach (including curriculum development)
 - ii. Project Management (including work plan)

- c. Project Budget
2. Supplemental information or background material, if any, must be restricted to appendices following the narrative placed in chapters. Up to additional twenty (20) pages of supplemental material may be submitted, including curriculum vitae of key personnel and materials from prior small business and entrepreneurship technical assistance programs.
3. Pages should be numbered consecutively and identify the responding organization on each.
4. Each proposal should be accompanied by a title page specifying the name of the RFP being responded to ("Delta Small Business Academy") followed by a submittal letter signed by an officer of the responding Organization(s).

b. Submission Procedures

Responding organizations must submit proposals in PDF format electronically to smallbusiness@dra.gov no later than 11:59 PM CT on April 8, 2022.

Each responding organization must submit a complete response (answer every information request) to the RFP, as failure to do so will result in immediate disqualification and cause the response to not be considered.

- i. Responses must be signed by an authorized officer of the responding Organization.
- ii. Responses must include a statement as to the period for which the response remains valid, which must be at least 90 days from the date of the RFP deadline.
- iii. Responses or unsolicited amendments will not be accepted after the deadline.
- iv. Requests for time extensions past the deadline will not be considered.

VII. PROPOSAL EVALUATION

DRA's selection committee ("the Committee") will review and evaluate only the responses that meet the following threshold items:

- The Organization's willingness to explicitly follow the agency's guidelines in this RFP.
- The experience and qualifications of both the Organization(s) and its staff to be assigned to provide these services, regarding its described ability to successfully manage DSBA.
- Involvement and accessibility of the Organization's staff to be assigned to the project.

- The Organization's demonstrated project management ability and subject matter expertise; and
- The Organization's responses to the information requests outlined in the section titled VI. Proposal.

Organizations selected for interviews will be given not less than seven business days' notice, along with the date, time, and place for these presentations. After the Committee's evaluation, and at the sole discretion of the Committee, certain Organizations may be selected for interviews.

Each Organization selected for an interview will be allotted 30 minutes for its presentation, and additional time may be allotted, at the discretion of the Committee, to answer questions, to ensure the Organizations are evaluated based on the criteria set forth in this RFP. DRA will select the Organization(s) based on the demonstrated competence, experience, knowledge, and qualifications of the organization, as evaluated, and proffered by the Committee.

DRA fully reserves the right to make this decision and the Authority's decision on this matter is final.

IX. PROCUREMENT, TERMS, AND CONDITIONS

To facilitate the procurement of this contract, various rules have been established. They are described in the following paragraphs.

No Contingency Fees

The contractor shall not pay any fee, commission, percentage, or brokerage fee; shall not offer any gift nor any other consideration contingent upon or resulting from the award of a contract to perform the specifications of this RFP.

Independent Price Determination

A proposal will not be considered for award if the price in the proposal was not arrived at independently, without collusion, consultation, communications, or agreement as to any matter relating to such prices with any other offer or with any competitor.

Multiple Proposals

The respondent is prohibited from making multiple proposals.

RFP Amendments

DRA may withdraw or cancel this RFP any time prior to the award of a contract. DRA may amend this RFP by issuing a notice of amendment prior to the opening of proposals. In unusual circumstances, DRA may postpone a proposal opening to give sufficient time to respond to an amendment.

Costs of Preparing Proposals

Costs for developing any proposals will be the sole responsibility of the respondent whether any award results from this solicitation. DRA will not provide reimbursement for such costs.

Disposition of Proposals

All proposals become the property of DRA and shall be a matter of public record subject to provisions of the Freedom of Information Act, 5 U.S.C.A. § 552, As Amended by Public Law No. 104-231, 110 Stat. 3048. To prevent any parties from obtaining information that would result in an unfair competitive advantage, no proposal will be released prior to the announcement of the results of the procurement process.

If the proposal contains material that is considered by the respondent to be confidential, the respondent will so designate the material on a separate page after the Transmittal Letter and state the legal basis for the claim of confidentiality. In responding to any requests under the "Freedom of Information Act" for materials so designated, DRA will review the basis for the claim of confidentiality to determine if the claim of confidentiality appears justified. If there appears to be a valid basis for the claim of confidentiality, the material will not be released.

If in the judgement of DRA, there is no valid justification for the claim of confidentiality, the respondent will be notified prior to the release of the information.

Incorporation into Contract

Appropriate portions of the successful proposal may be incorporated into the contract and will be a matter of public record subject to disclosure under the provisions of the Freedom of Information Act, 5 U.S.C.A. § 552, As Amended by Public Law No. 104-231, 110 Stat. 3048.

DRA will have the right to use all ideas, or adaptations of those ideas, contained in any proposal received in response to this RFP. Selection or rejection of the proposal will not affect this right.

Proposal Amendments and Rules for Withdrawal

A proposal may be amended or withdrawn by a respondent prior to the opening date and hour. After the opening of the proposals, DRA may, in its sole discretion, permit withdrawal of a proposal when the best interest of DRA would be served. Generally, withdrawal will be allowed only in cases where a respondent has made an honest mistake not resulting from negligence. No amendment or withdrawal will be permitted after an award has been made.

Acceptance of Proposals

DRA reserves the right to request necessary amendments, reject any or all proposals received, or cancel this RFP, according to the best interest of DRA. DRA also reserves the right to waive minor irregularities in proposals provided such action is in the best interest of DRA.

Where DRA may waive minor irregularities, such waiver shall in no way modify the RFP requirements or excuse the respondent from full compliance with the RFP specifications and other contract requirements if the respondent is awarded the contract.

Rules Regarding Acceptance of Proposals

All proposals properly submitted in accordance with the above rules shall be accepted by DRA. However, DRA reserves the right to request necessary amendments or supplementation to proposals or to reject any or all proposals received, amend the RFP, or cancel this RFP at any time, according to the best interest of DRA.

DRA reserves the right to waive minor irregularities in proposals providing they meet the rules of procurement and mandatory requirements. Such a waiver shall be done in the best interest of DRA and shall in no way modify the RFP requirements or excuse the respondent from full compliance with the RFP specifications, including contract requirements if the respondent is awarded the contract.

Contract Award

Upon completion of the proposal evaluations, DRA will send a notice of intended contract award to all respondents whose proposals were evaluated.

DRA reserves the right to enter a contract as a result of this RFP. If a contract is awarded, it shall be awarded to the respondent whose proposal is determined to be most advantageous to DRA based on the selection criteria.

Contingency

The awarding of the contract may be contingent upon the appointment of a federal member by the President of the United States and consent of the United States Senate, and thus, the deadlines and project schedule referred to herein may be delayed at the discretion of DRA.

Evaluations Organization

DRA staff will evaluate the merit of the proposals according to established criteria.

Evaluation of Threshold and Administrative Requirements

Each proposal will be evaluated to determine if it is complete and whether it complies with the instructions to Respondents listed in this RFP.

Each proposal that is incomplete or fails to comply with the RFP will be declared non-responsive and will be rejected with no further evaluation. Any proposal that includes significant inconsistencies or inaccuracies may be rejected. DRA may waive minor irregularities or reject any or all proposals. DRA reserves the right to request clarifications from Respondents.

Performance Indicators and Performance-Based Contracting

The duration of the contract will be **May 16, 2022 through December 31, 2023** and may be extended at the sole discretion of DRA.

The contractor must comply with all statutes, regulations, codes, ordinances, and licensure or certification requirements applicable to the contractor or to the contractor's agents and employees, and to the subject matter of the contract. Failure to comply shall be deemed inadequate performance.

Performance evaluations shall be conducted prior to the completion of the contract as necessary to determine if the contractor's performance is adequate. In addition, a performance evaluation shall be conducted as soon practical after the contract performance is completed. Final payment shall not be made unless and until a performance evaluation evidencing adequate performance is submitted.

Some examples of the contract program deliverables and performance indicators are included in this RFP. Other deliverables and performance indicators may be added during the contract process.

Terms and Conditions

DRA shall not, under any circumstances, be responsible for any cost or expenses associated with this proposal including, but not limited to, research, investigation, development, preparation, duplication, production, collation, packing, delivery, transmittal, or presentation of the proposal or any related information, data documentation, and material. All costs and expenses incurred by the responder in connection with this proposal submittal shall be the sole responsibility of the responder.

No institution or person shall be discriminated against on the grounds of race, color, citizenship status, national origin, ancestry, gender, sexual orientation, age, weight, religion, creed, physical or mental disability, marital status, veteran status, political affiliation, and any other factor protected by law in consideration for an award issued pursuant to the RFP. DRA is committed to the principles of equal opportunity and the elimination of all vestiges of discriminatory practices that might exist.



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